



Newsletter

October 2014

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1. Regional Report from EAPM President – Izy Behar

European countries are still struggling against crisis and the social consequences in terms of employment and with the economic situation.

Some countries show a better shape, Germany and northern European countries.

Other countries have made huge efforts and are somehow recovering slightly: UK, but also Greece, Italy and Spain. In their case the way was long and the reality is still unsatisfactory but there seems to be a trend of improvement.

France is still in a very difficult situation.

European institutions are changing all the executives after the elections of last June and this is also a reason for the uncertainty of what will be the next political line.

As far as EAPM is concerned we have some countries experiencing difficulties to pay membership fees and travelling to meetings but at the same time we also have countries sending their application to become new members of the association.

We started at Board level a communication work on the arguments of what benefits membership provides.

Anyway all countries are still organizing their annual congresses or conventions. The 3 main topics being discussed are the impact of HRM on the global performance of the company, working conditions and well-being linked to the digital revolution and talent acquisition and management.

Linked to the EU projects, EAPM is now involved in 3 of them:

- on the social dialog with exchange of best practices among countries
- on the gender diversity in workforce
- on the violence to women within the companies

We are also spreading the project “Learning HR” where we appear in seminars with European universities within the HR program scientific committees, in order to introduce more international perspectives in national programs.

After the decision of conducting the BCG study Creating People Advantage every other year and to use at European level the data collected for the global survey, it has been decided to participate in the HR Competencies Survey conducted by Dave Ulrich and his RLB group (University of Michigan)

The positioning of European countries in the general competencies expectations will be very much interesting to study.

2. Members of the EAPM Working Group



3. ExCom Members August 2014 until October 2015

EAPM Position / Group	Country / Person	Dates
President	Izy Behar	2013-2015
Past President	Filippo Abramo	2013-2015
Vice President	Svetla Stoeva	2013-2015
Treasurer	Max Becker	2014-2016
Secretary General	Susannah Clements	2011-2015
Founder Member France	Catherine Carradot	n/a
Founder Member Germany	Ute Graf	n/a
Founder Member UK	Represented by Sec Gen	n/a
Rotation Group 1	ITALY	2014-2016
Rotation Group 2	RUSSIA	2014-2016
Rotation Group 3	TURKEY	2013-2015
Rotation Group 4	NORWAY	2014-2016
Rotation Group 5	NETHERLANDS	2013-2015
Rotation Group 6	HUNGARY	2013-2015
Rotation Group 7	SLOVAKIA	2013-2015
Rotation Group 8	GREECE	2014-2016

4. EAPM Country Members

Austria, Bulgaria, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, FYROM Macedonia, Malta, Netherlands, Norway, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Lithuania has now been granted full membership status within EAPM

Each of the 28 countries is represented by its national association or professional institute of personnel management.

There is a corresponding member from Belgium and 2 other countries have either probationary or observatory status: Croatia and Ukraine.

Armenia and Israel are currently going through the application process to join the association

5. EAPM Working Group Update

Projects

We have designed a project mandate form for any projects our members would like to put forward. This form is available on our website (<http://www.eapm.org/projects/>) and once completed should be sent to the Secretariat who will present it to the Working Group for authorisation.

Digital communication

Izy announced at the delegate assembly in Paris the new strategy for communication. This is to encourage members to keep EAPM up to date on the latest news from each country and to improve the ability of members to network together through using the EAPM website and LinkedIn whilst improving EAPM's exposure.

The new EAPM website: www.eapm.org

LinkedIn pages: Please make sure you are a member of BOTH Groups:

GROUP NAME: European Association for People Management

https://www.linkedin.com/groups?home=&gid=6696372&trk=anet_uq_hm

PURPOSE OF THIS GROUP:

This group is open to anyone interested in EAPM. There is no restriction on membership to this group so please encourage members of your association to join.

The purpose of this group is also to facilitate networking between all European HR associations, their members and all interested parties; To generate and allow more general discussion about EAPM and related activities; To increase profile of EAPM

GROUP NAME: EAPM Members

https://www.linkedin.com/groups?home=&gid=6711404&trk=anet_ug_hm

This is a CLOSED group and is only for members of the delegates assembly and the officers from their national associations.

PURPOSE OF THIS GROUP: To allow EAPM country members and working group to discuss / share EAPM business

6. EAPM Delegate Assembly Update



The EAPM Delegates assembly took place in Paris, hosted ably by the French association for people management, ANDRH. It was attended by 32 delegates from 28 countries. Delegates gathered the evening before for a tour of the Musee du Vin and a dinner, kindly hosted by the French Association.

Izy Behar opened the Assembly by welcoming everyone to Paris and setting out the agenda for the day.

As well as the administrative business of the Assembly which included the re-election of the Treasurer, Max Becker, the Delegates discussed various projects and initiatives of the Association.

The meeting started with Catherine Carradot giving an interesting overview of the French Association. We also heard from Roberto Luna, describing the next EAPM Congress in Valencia, and Yigit Duman who outlined the plans for the World Congress in Istanbul in 2016 <http://congresoeuropeorrh.com/en/valencia/>
<http://www.wfpma2016istanbul.org/>

Delegates were shown the new website for EAPM. Each country will receive a log in and password so that they will be able to upload their own information and contribute news and articles. Delegates were asked to contribute to the website and submit information from their countries to make the website a helpful resource for all EAPM countries and their members.

Delegates also saw the new Linked In pages, and were asked to link to Sam Paris (s.paris@cipd.co.uk) to be able to be invited to join the group. There will be an open group for those interested in the Association and a sub group which will be closed and restricted to delegates and their deputies from the EAPM. This will provide a forum for information interchange and resource sharing which we hope will be of use to members.

There was a discussion around two potential initiatives – the Youth Guarantee and Graduates competitive edge in Europe. The Assembly agree that these were interesting initiatives which we should follow up, and the working group were tasked with bringing forward project mandates.

After a lively discussion about Governance issues the Assembly closed with the presentation of the Accounts.

Susannah Clements
Secretary General

7. EAPM visit to Slovenia – Vanda Pečjak

EAPM working group meeting in Ljubljana, Slovenia

At the beginning of September EAPM working group visited Ljubljana, capital of Slovenia. The goal of the meeting was to see the environment of Slovenian HR association and to know more about the activities and plans of this small and successful HR association.

SHRA presented the most important achievements in 2014:

- National HR congress, organised from 2011 together with a partner Planetgv, cca 200 participants
- Start of HR juniors section in 2014
- Slovenian HR standards in 2014, implementation is in progress
- Stable financing
- Increase of membership

Plan till the end of 2015:

- Acquire more supporters/stakeholders for HR standards implementation
- Starting more sections to cover specific HR fields of interests
- HR academy for HR juniors
- Study conference on Engagement with PR association of Slovenia
- SHRA Website renewal
- Working with HR clubs to support their activities in the field

We had a very dynamic discussion which ended with some proposals to Slovenian management team:

- to implement HR standards step by step,
- to organise an event for students on faculty with HRM programmes and present HR topics from different European countries and the role of HR associations in those countries. This would raise the interests of young people to be part of an HR association.



Working group also visited the SHRA office. The office is small but large enough to support all actions from this place.

Vanda Pečjak,
Member of SHRA management Board

8. Country updates

8.1 Bulgaria – BAPM Update

1. HR in Action

"**HR in action**" is a new project of the Bulgarian Association for People Management that addresses one of the most significant problems of the society - the interaction between **business and education**.

"**HR in action**" is a competition for university students from different disciplines associated with HR management. This is a competition of theory against practice in which the knowledge acquired during the education process needs to be applied in the real challenges of the HR function.

How is this going to happen?

The students will face practical HR cases provided by HR professionals from the participating companies - BAPM members. The cases will challenge the students not only to use all their knowledge, but also to unfold their creativity and to demonstrate their analytical thinking and teamwork abilities.

The best students will be awarded with an internship in the HR department of the company which case they have solved. The participating companies will have the opportunity to work with young, creative, and full of innovative ideas people!

More information is available on the website of the competition:

<http://hraction.bapm.bg/?lang=en>

2. BAPM HR Awards 2014

The BAPM Annual HR Awards 2014 competition is a tradition. It has changed its format during the years but its goals and meaning are the same - to show the success, to present the best practices, to award the efforts of HR specialists.

In 2014 BAPM will award prizes in **7 categories** - individual and group.

The procedure of the competition includes several phases.

The competition starts with the **nominations**. Everybody is allowed to make a nomination for a colleague, for his/her team, or to make a self-nomination.

The winners will be announced in a **ceremony** that will take place in January 2015.

More information is available on the website of the competition:

<http://hrawards2014.bapm.bg/?lang=en>

3. First People Management Conference – “Innovations in People Management”

The Bulgarian Association for People Management is organizing the **1st People Management Conference**. The topic is "**Innovations in People Management**". **13th November**, Sofia Hotel Balkan.

The conference is a new event that **builds on the traditional autumn HR forum of the Association**. In order to be useful both for **HR managers and experts** and for **other functional managers**, the program of the event will offer a **good balance** between new people management concepts and concrete innovative practices. **Leading lecturers from Europe and the USA** will share their ideas and surveys. We will have the opportunity to **learn from the best global companies**.

First People Management Conference is a new interesting challenge based on a stable tradition. The conference is suitable for HR professionals on different levels

and for managers of other departments and functions who believe that people management is crucial for their success as leaders.

More information is available on the website of the conference:

<http://pmconference2014.bapm.bg/?lang=en>

8.2 Turkey – PERYON Update

CONGRESSES

PERYON People Management Association of Turkey, will conduct the biggest human resources meeting of the Europe, **22nd PERYON People Management Congress**, between November 4 and 5 2014, at Lutfi Kırdar İstanbul, International Convention and Exhibition Centre.

More than 100 experts will gather for main and parallel sessions.

For detailed information and registration, please visit <http://www.peryonkongre.com>

There will be simultaneous translation during the congress. We invite you to Istanbul at Fall 2014.

Additionally, PERYON Human Resource Management Association will host **16th World Congress of Human Resources of WFPMA - World Federation of People Management Associations** in Istanbul between 19th and 21st of October, 2016 in Istanbul.

Istanbul, where West embraces east, where continents meet invites you in 2016

AWARD

PERYON People Management Association of Turkey looks for the winner of the "PERYON Human Resource Management Award" for the seventh time in 2014. As of August 2014, a total of 34 companies have applied for this award. For detailed information and application,

Please visit <https://www.peryon.org.tr/index.php/etkinlikler/peryon-insan-yonetimi-odulu/>

RESEARCHES

Twice a year, PERYON People Management Association of Turkey conducts "Staff Turnover Rate Research" and still conducting this research for the first six months of 2014. For details, please visit <https://www.peryon.org.tr/index.php/bilgi-yonetimi/arastirma-raporlari/>

Among PERYON Turkish Human Resource Management Association's researches, "HR Cognition Research" is at reporting stage.

Additionally, "MOBILITY" research will start at the end of August 2014 with the collaboration of MERCER.

8.3 Switzerland – HR Swiss update



More than 400 participants were present in Berne, when prominent speakers dealt with question of High Impact HR. The Congress is taking place every other year and forms the highlight of the Swiss HR agenda. This year, EAPM President was welcomed by Urs Burgunder, President of HR Swiss.

French speaker Sandra Enlart opened the Congress with an overview on streams around high impact HR from an international perspective, followed by a talk on the importance in a very special organisation – the International Committee of the Red Cross, presented by Christine Beerli, Executive Vice President of the ICRC. The collaboration between line management and HR was the focus of the joint presentation by both Markus Riedener (CEO Emmi Ltd), the leading Swiss dairy Corporation, together with Natalie Ruede (Chief HR Officer of Emmi)

The focus of the second day was an overview on methods and tools around sustainable implementation of Corporate HR Strategies. Sascha Lobo, social media specialist, gained full attention with his presentation on the importance of digitalisation in Corporate life of tomorrow.

Attached to the Congress was the Award winning Ceremony of the Swiss Employers Award where employees voted on the quality of the management of their own employer : SV Group was named the winner of the big sized companies, the old age and sickness aid of Lichtenstein and Hotel Hof Weissbad of the mid-sized companies and ipt Innovation and Process Technology of the small companies.

The next HR Swiss Congress will be in September 2016 – again in Berne, the capital of Switzerland.

8.4 France – ANDRH update

HR in France

Taking the lead in the HR debate

ANDRH (National Association of HR Directors) was created in 1947 and is to this day, with its 5,000 members, the largest community of HR professionals in France. The Association is organized into a comprehensive network of 80 local groups including 18 groups in the greater Paris area and several groups in French overseas territories. The Association has truly taken the lead in the HR debate in France and deals regularly with the Government and the various stakeholders of the HR function

in France. ANDRH is based on values shared by all its members, such as freedom of speech and independence, transparency and ethics, engagement of all its members and staff and open-mindedness. ANDRH is heavily involved at international level. The Association is a founding member of the European Association for People Management (EAPM) and last November, one of its members, Izy Behar, Chief Editor of the Association's magazine 'Personnel' became President. ANDRH is also a founding member of the Mediterranean HR Federation (FMRH) and member of the World's Federation of People Management Associations.

The global improvement of the HR function as a mission

The Executive Board, the 80 presidents of local groups and the 17 thematic think tanks of the association brainstorm every year to give the Association the yearly orientations to work on. In 2014, the topics were professional training (about which a reform was recently voted by the French Parliament), youth employment and work and-study programs and corporate social responsibility. Each of these topics gave rise to a national event and finally to the Association's biggest annual event, the Annual Conference of ANDRH. During the Annual Conference, which takes place every year in June, the Association presents the French government with proposals on every topic. In 2014, regarding youth employment, the Association suggested ways of tightening the ties between the corporate and educational worlds, such as organizing work experience placement for middle and high school teachers. As for professional training, ANDRH and its ad hoc think tank proposed to have the company's ruling bodies discuss at least once a year "human capital business plan" of which professional training and skills development would be a major part. The biggest trade unions leaders were invited to react to the propositions along with HR professionals such as Hubert Mongon, McDonald's France and Southern Europe Senior Vice-President in charge of HR. Two Ministers also came to the event and reacted to those propositions, much to the pleasure of all the participants who also had the opportunity to share their own views through social media and workshops.

ANDRH focus on the HR function in 2014

Still vested with the mission of improving the HR function as a whole, ANDRH has decided to dedicate its next "University" (the national congress for all members) to the HR function, how it is seen by the other main functions of a company, how it differs in France compared to the neighboring countries and how it can keep on questioning itself in order to better itself. The results of a big survey the ANDRH launched last December with its members and partners will also be announced. The University will take place in the French city of Lyon in November.

8.5 Norway – HR Norge update

Women on board: Forcing companies to appoint female board members may not be the right medicine

Norway's pioneering 2003 legislation demanding that listed companies must have at least 40% women on the executive board has made female executives more prosperous.

And that's about it.

It was a radical measure when Norway, as the first country in the world, in 2003 decided that 4 out of 10 board seats in Norwegian public limited companies (ASA) should be filled by women. It attracted attention and has inspired many other countries to adopt similar measures.

In the eleven years that has passed, researchers all over the world have studied Norway's corporate world in order to analyse the effects the legislation has had. A recently published report (Bertrand, Black and Jensen (2014): Breaking the Glass Ceiling? The Effect of Board Quotas on Female Labour Market Outcomes in Norway) shows that one of the effects of the law is that there are more and better paid female executives. But the report fails to find any significant effect on the number of female managers below the executive level.

Surprisingly, research indicates that companies that have adopted the 40% rule see negative effects: lower market value and profitability, slower adaptation to changing market conditions and even a tendency to favour more men in mid-level leadership positions.

A related study (Bagues and Stephen Volart, 2010) suggests that greater female representation in senior management returns fewer female mid-level managers. It turns out that when women recruit, more men and fewer women are hired.

In 2008 Marius Apland Johansen and Marius Javier Sandnes showed in their master thesis that companies that had introduced woman quotas had a slight decrease of just under 2% of their valuation.

Similarly, Kenneth Ahern and Amy K. Dittmar in 2012 published an article in The Quarterly Journal of Economics showing that the introduction of the quota gave an immediate sharp drop in stock value followed by a large decrease of Tobin's Q, a measure of whether market value is consistent with the real value of the company. In addition, David A. Matsa and Amanda R. Miller found in their 2013 study that enterprises that introduced quotas to a lesser degree downsize labour in bad times, resulting in higher costs and lower short-term profits.

"We find that affected firms undertake fewer workforce reductions than comparison firms, increasing relative labour costs and employment levels and reducing short-term profits", Ahern and Dittmar writes.

The law hasn't had a levelling effect on salaries either. Women's pay has risen, but men's wages have risen even more. Wage inequality is as wide as before, and in top level positions it is actually wider.

It may seem puzzling that these legal measures have had so little positive effect. The premise the law builds on is that diversity is profitable. And it usually is. Why not here?

In HR Norge we believe that it's a matter of culture, and as we all know, culture eats strategy for breakfast. That includes strategies forced upon the corporate world from law makers.

Companies that *voluntarily* work with diversity generally are much more profitable than their less diversified competitors. McKinsey writes about a study where they looked at 180 companies listed in France, Great Britain, Germany and the United States in the period 2008 to 2010. They focused on two groups that are easy to identify as indicators of diversity: the proportion of women and the proportion foreign nationals among the top leaders in the company. They found what they refer to as "strikingly consistent findings": companies in the top quartile of board diversity had 53% higher return on equity capital than those in the bottom fourth. Profit (EBIT - before financial items and tax) was 14% higher.

There's lots of puzzling questions remaining. Intuition and experience prescribes positive effects of more women in senior management, while one research report after the other shows that the "hard facts" can't justify the assumption. For diversity enthusiasts this may be a bit discouraging.

But don't panic.

Last year The Economist had a special report about the Nordic countries - "The Next Super Model". It shows that the Nordic success model is value-driven, i.e. based on "soft" factors.

In the real world, we also see that a deliberate diversity strategy can have dramatically positive impact on the hard facts, as the McKinsey quarterly report cited above indicates.

The full article, Sources and further reading can be found here:

<http://www.eapm.org/projects/>

8.6 United Kingdom – CIPD latest press release

Relationships and a shared narrative are essential for employees to engage with change, finds CIPD research

New approaches to organisational change need to be top of the agenda for HR and OD professionals as businesses emerge from the recession and return to growth. Relational leadership is key for motivation, while collaborative storytelling enables both leaders and employees to participate actively.

That's what new research by the CIPD found after identifying the questions that OD, L&D and HR professionals must ask if they are to facilitate change effectively. The report, '[Landing transformational change](#)', launched today at the CIPD's Organisation Development conference, highlights the need to dissect the change process all the way from the planning to the implementation stages, and makes new recommendations for action throughout.

The research was conducted in collaboration with the University of Bath, where Professors Veronica Hope Hailey and Julia Balogun identified three key aspects of

change management to provide a framework for any organisation keen to develop their OD capability:

- **How to plan change**

When planning the change process, leaders need to look beyond typical issues such as 'resistance' and scrutinise their organisation more closely to identify any deep-seated attitudes and behaviours that might be hindering change. Culture can then be aligned with strategy.

- **How to build understanding of the need for change**

OD, L&D and HR professionals must consider how to encourage more active participation, which is key for employees to embrace new ways of thinking, learning and behaving. Creating a narrative to represent a new culture leads to shared understanding, and can be supported by physical representations such as drawings, objects and prototypes

- **How to manage and lead the change**

Employees need to relate to their leaders before facing the challenges of transforming their values, attitudes and behaviours. This requires leaders to put these relationships at the heart of what they do, building employees' trust by clearly demonstrating their own personal values of benevolence and integrity.

Ruth Stuart, Research Adviser for Learning and Development at CIPD, comments:

"We know that many organisations are starting to invest more in OD resources as we leave the brunt of the recession behind us. But, it appears there's a gap between the latest thinking on change management and current practice that could hold these organisations back. With the increasingly unpredictable nature of the modern workplace, it's becoming ever more important that existing models reflect current business realities, and this framework helps to plug the gap. "

9. Upcoming EAPM meetings

2014 10 th November	Paris	Working group
2015		
2015 15 th January	Malta	Working group
2015 16 th January	Malta	Excom
2015 24 th April	Helsinki	Working group
2015 19 th June	Milan	Working group
2015 4 th Sept	Budapest	Working group
2015 21 st October	Valencia	Excom+Delegate meeting
2015 22 nd /23 rd October	Valencia	EAPM Congress
2015 3 rd November	Manchester	Working group

10. Executive committee meeting 16th January, Malta

Please see section 3 in this newsletter for a list of people expected to attend.

This event will kindly be hosted by FHRD. More details and booking forms will be sent at the end of November.

Here is a link to the hotel that we will be using for accommodation and the meeting: <http://www.hotelfortina.com/home> and below is a picture of the view from the hotel bar.



11. Upcoming country events

United Kingdom

Chartered Institute of Personnel and Development (CIPD) Annual Conference.
5 – 6th Nov, Manchester, UK.

Conference theme: “Light Up Your HR Strategy”.

Further details and to register for a brochure visit:

<http://www.cipd.co.uk/events/annual/conference/request-a-brochure>

Romania

Annual HR Club National Conference
30 October 2014.

Further details and to register for a brochure visit:

<http://www.hr-club.ro/en/pages-hr-times-conference-2014>

France

After a successful first edition, ANDRH and its Quebecker counterpart are organizing the second edition of the first French-speaking international HR Congress. It will take place in Montreal, Canada on October 21 and 22, 2014.